



Unitywater

Serving you today, investing in tomorrow.

Corporate Strategic Plan

2022-23 TO 2026-27

Our Corporate Strategy

Unitywater's Corporate Strategy represents our strategic goals and aspirations over the next five years.

To achieve this strategy, we have aligned our business to ensure the work we deliver from all areas contributes towards achieving our goals.

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Acknowledgement of Country

Unitywater acknowledges the Traditional Owners of the lands on which we operate – the Jinibara, Kabi Kabi and Turrbal people. We recognise their significant contributions to the conservation of our environment and their deep connection to the land and waters.

We pay respect to their Elders, past, present and emerging, and acknowledge the important role all Aboriginal and Torres Strait Islander peoples continue to play within our communities.



A message from the Chairman and CEO



Michael Arnett
Chairman



Pauline Thomson
Acting Chief Executive
Officer

Welcome to our 2022-23 Corporate Strategic Plan.

Unitywater exists to keep our communities healthy by providing safe and reliable water and sewerage services 24 hours a day, seven days a week. As a custodian of these essential services, we are committed to making them sustainable, affordable, reliable, and resilient for the generations of today and tomorrow.

We have set bold goals to improve outcomes for our customers, our community, and our people. These goals reflect that we care about making a difference, whether through affordability of our services, ease of doing business with us, enhancing the environment, or creating a workplace where our people can thrive.

This document charts our course for the next five years, while having a view towards 2050, to ensure the decisions we make now are aligned with our long-term sustainability goals for our region.

We take our role in caring for our community very seriously and have committed to net-zero carbon emissions by 2050. This target makes Unitywater one of 14 Australian and New Zealand water utilities (from 148) to join the Race to Zero – a United Nations backed campaign to achieve net zero carbon emissions by 2050. Unitywater has also set ambitious targets of zero nitrogen and phosphorus discharge into our natural waterways by 2050. This reflects our broader commitment to deliver sustainable outcomes

that preserve the environment in which we operate and protect our region for future generations.

Investing in our digital future will enable us to provide lower water and sewerage prices and a more accessible and connected service for our customers. Our digital transformation at Unitywater is well underway and will improve how we manage our network and interact with our customers.

The safety and wellbeing of our people are at the forefront of our strategy, by ensuring we all go home safe every day and we provide everyone with the opportunity to learn, grow and develop themselves within a healthy work environment. All our people have an important role in achieving our strategy and it is only through our collective efforts that we will achieve our strategic vision and goals. Our people are talented, motivated and ambitious and we aim to empower everyone to demonstrate care in everything they do.

We have an aspirational strategy, and we are excited for the future of Unitywater and our contributions towards creating a healthy, sustainable and vibrant region.

Michael Arnett
Chairman

Pauline Thomson
Acting Chief Executive Officer

What we do

Twenty-four hours a day, seven days a week, Unitywater's priority is providing our customers with safe and reliable water and sewerage services that is economically and environmentally sustainable.

We:

- maintain and supply drinking-quality water to homes, businesses and public areas
- collect, treat and dispose of sewage
- manage, operate and maintain our water and sewerage infrastructure
- provide around-the-clock response to sewerage and water emergencies
- provide responsive 24/7 incident, media and public information to ensure that our communities are prepared, informed and supported as needed
- manage trade waste from our business and industrial customers
- respond to customer and stakeholder enquiries
- issue and manage customer accounts
- provide returns to our participating councils
- support the communities we operate in by partnering with local businesses and charities to deliver positive outcomes at the local level
- Actively research, innovate and invest in improving the environmental sustainability of our waterways

We deliver this by demonstrating our values in everything we do



Innovation

We seek new ways of doing things better



Honesty and integrity

The work we do is always and only in the best interests of our customers, stakeholders, community and the environment



Reliability

We mean and do what we say



Efficiency

We don't waste time, money or effort



One team

No one succeeds at the expense or exclusion of others





Safety

We think, walk and talk safety every day

Who we create value for

Our customers

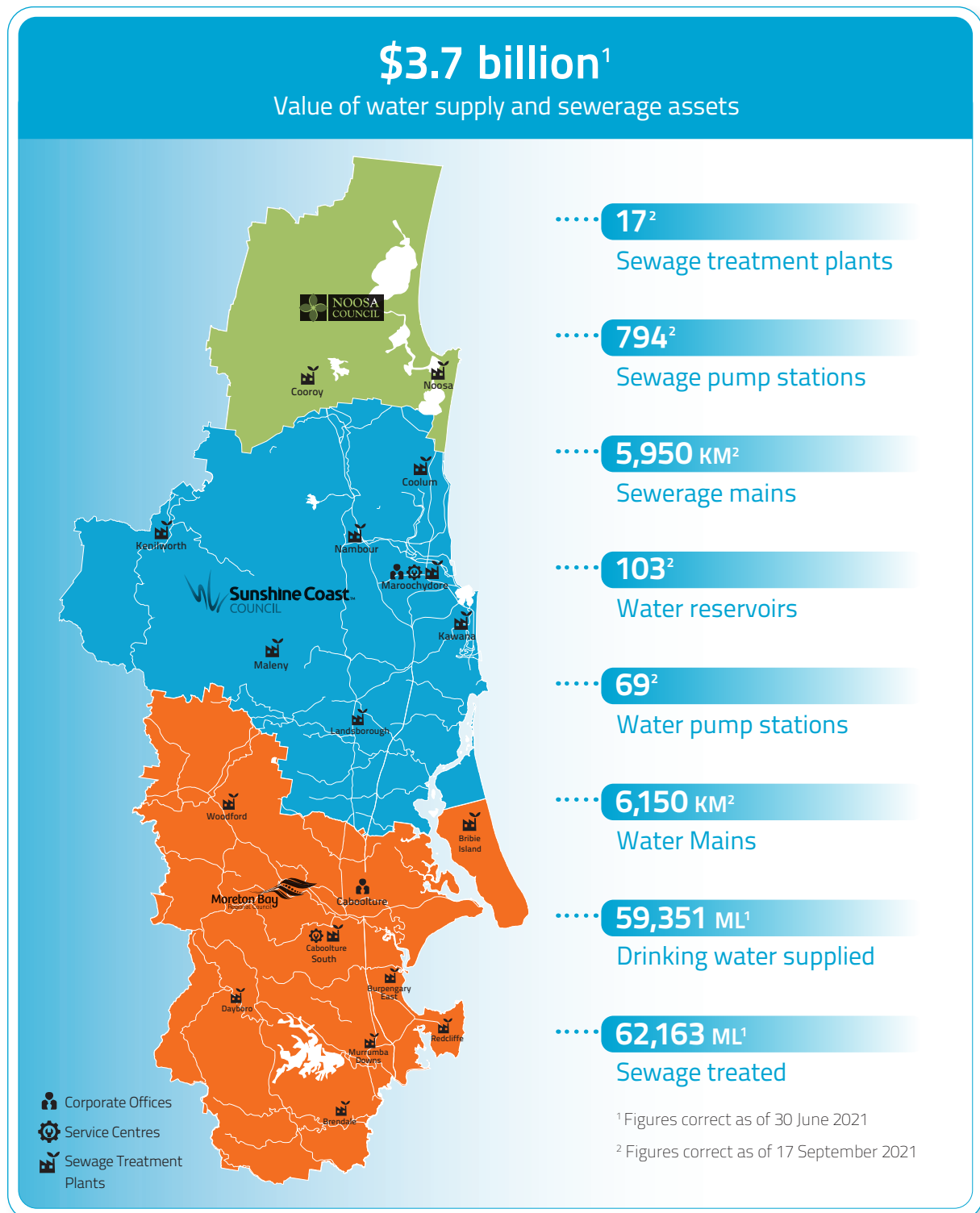
 <p>RESIDENTIAL HOUSEHOLDS</p>	Access to safe drinking water and sewerage services that customers can trust and rely on, with ongoing customer support and an affordable bill.
 <p>COMMERCIAL AND INDUSTRIAL CUSTOMERS</p>	
 <p>DEVELOPERS</p>	Facilitation of timely development outcomes.

Our stakeholders

 <p>OUR COMMUNITIES</p>	Contribute to keeping our communities healthy by supporting environmental, social and economic development through employment of our people and support of local industries and community organisations.
 <p>GOVERNMENT, PARTICIPATING COUNCILS AND REGULATORS</p>	Continue to deliver safe, sustainable water and sewerage services that are affordable, and provide a fair commercial return to participating councils.
 <p>OUR PEOPLE</p>	Provide an environment where our people are supported to learn and make an everyday impact to create better outcomes for our customers, communities and each other.

Our footprint in the community

Unitywater operates across a diverse landscape and manages over \$3.7 billion of infrastructure to deliver safe and reliable water and sewerage services.



Our opportunities and challenges

Unitywater was formed in 2010 in a period of significant change for the water industry as it responded to the lasting impacts of the Millennium Drought. We have successfully navigated these early challenges to be in a strong position, but we must be forward-looking to identify and prepare for the opportunities and challenges of the future.

Affordability of services to our customers

Our geographical region is diverse and covers different landscapes, from the coast to the hinterland. It is because of this extensive water and sewerage network our proportion of customers connected to our assets is much lower than our industry peers. Comparatively, Unitywater also has fewer businesses and industries within our region.

These geographic and economic challenges have a direct impact on our customer bills and are the reasons we are focused on innovation and continuous improvement to provide more affordable customer services.



Growth of the region

Up to 2031, our service region population is expected to grow by more than 20% with just under 200,000 additional people. This would bring the total population within our region to more than one million people.

To service this growing population, investments in new and upgraded infrastructure are required. Funding and delivering this infrastructure is challenging during a period of significant state and federal government investment in infrastructure projects and the increased demand for skilled labour, creating a labour market shortage over the next three to five years.



Digital Transformation

The acceleration in the scope, scale, and economic impact of technology is disrupting all industries with the rapid pace of change that is occurring. As fast as innovation has spread in recent years, it is expected to continue to change and grow at an exponential speed, driven primarily by increases in processing power, connectivity and cloud computing. These technological changes will provide near real time data, information and insights to solve complex issues that deliver better outcomes for customers and community. As technology advances, so does the threat of cyber risks and the challenges associated with protecting critical information from unauthorised access or manipulation.



Building workforce capability and culture

The world of work is changing with the growing adoption of digital technologies, such as artificial intelligence and automation within the workplace. The COVID-19 crisis

Our opportunities and challenges *Cont.*

has accelerated this trend, causing many organisations to rethink existing work structures, environments, processes and tasks. New capabilities and skill sets will be required, and it is important to train and upskill those affected to meet the future demands of their roles.

Brisbane 2032 Olympic and Paralympic Games

The 2032 summer Olympic and Paralympic Games will be held throughout our service region. These are the first games that have committed to being 'climate positive', which means that the carbon savings created will exceed the potential negative impacts of hosting the games. This is an exciting opportunity for Unitywater to showcase the role of water in our daily lives as well as our commitment to improving the environment. Welcoming the world to our region also comes with its challenges, as significant planning is required to manage peak loads throughout the Games due to Stadium upgrades, increased visitation and the construction of temporary facilities.



Influencing policy and regulation

Changes in government policy and regulation can result in significant cost implications for our business. Government policy can equally provide opportunities to access funding to support regional development and new business growth. Unitywater's opportunity is to influence policy and regulation at all levels to support key strategic goals.

Climate change

The world is getting warmer and extreme climatic events are becoming more frequent, most evident in the 2019-20 bushfires, followed by the prospects of drought in 2021 and the extreme flooding events in 2022.

The sixth IPCC (Intergovernmental Panel on Climate Change) assessment report released in August 2021, states that across Australia's east coast, the average rainfall in cool seasons will decline, but there is a medium confidence that there will be more extreme downpours resulting from the rise in temperatures and associated changes in weather patterns. This, coupled with the population growth in our region, affects delivery of our services and water security. This challenge will be magnified with the projection that the severity of droughts will also increase if global warming exceeds two degrees Celsius.



Partnering with industry

An opportunity exists to develop an innovation ecosystem leveraging research and development capabilities within universities as well as partnering with innovators and entrepreneurs in our region to respond to key challenges. Opportunities where innovative and sustainable solutions could deliver better outcomes for our customers and community include further efficiencies in our operations, decarbonisation, transforming waste into other products and using recycled water for other purposes.



Delivering our core services

Twenty-four hours a day, seven days a week, Unitywater's priority is providing our customers with safe and reliable water and sewerage service that is economically and environmentally sustainable.

In meeting our core services, Unitywater has a responsibility and a commitment to sustainably plan and build new or upgraded water and sewerage infrastructure to meet the needs of our growing region.

Servicing growth in our region

Unitywater's service region is growing rapidly with 18 major development areas identified across the Sunshine Coast and Moreton Bay regions. Unitywater is working collaboratively with councils, developers and regulatory agencies to overcome the challenges associated with the growth in population and the new infrastructure required to service and supply these new customers.

Over the next five years Unitywater will invest approximately \$1.3 billion in infrastructure to support the growth of the region. This includes, but is not limited to:

- Upgrades to Burpengary and Brendale sewage treatment plants
- Development of the Aura Water Project, which will provide potable water to the Aura development. The Aura Sewerage Project will collect sewage and transport it for treatment at the Kawana sewage treatment plant
- Construction of a new water main and reservoir at Tanawha to service the growing region of Palmview, including the Harmony estate
- Completion of the Wamuran Irrigation Scheme, which will support sustainability in the region by delivering Class A recycled water from the South Caboolture sewage treatment plant to growers in the Wamuran area
- Design and construction of water and sewage infrastructure to support the development of residential communities across our region.



Integrating our services into the cities of the future

Unitywater has the opportunity to influence the role total water cycle management plays in our cities and communities. By evolving the interaction and integration of our services and infrastructure within the community, it is expected that we can provide greater value to our customers and the environment.

Influencing our future

Unitywater is advocating for improved customer and community outcomes by working collaboratively across the region with all levels of government, council and industry representatives. Maintaining these relationships across key stakeholder groups allows Unitywater to share knowledge, insight and recommendations across a range of issues to appropriately manage industry risks and explore opportunities.

By improving collaboration and working across the industry, Unitywater can positively influence the future direction of our region.

Caring for our customers, our community and our people

Our Purpose

Unitywater's purpose is to keep our communities healthy. We do this by providing an essential service that enriches the lives of all our customers.

Our Vision

To be a sustainable water and sewerage service provider that creates value for its customers and returns value to stakeholders.

Our Strategy

In support of our PURPOSE and VISION, our strategic goals, reflected in the diagram below, demonstrate care for our customers, our community and our people.



We will achieve our strategy by relentlessly innovating and collaborating with third parties

Better and safer together



Unitywater delivers its core services and goals each day through the efforts and contributions of our people.

We want our people to go home safe, every day, and stay safe for the things that matter most to them. We aim to achieve Zero Harm¹ and create a safety culture of Mateship², where we stay safe as a team and show active care for each other's safety and wellbeing.

It is our goal to care for all our people, each day, in everything we do. We will do this by ensuring everyone has the right environment, opportunities and skills required to be their best. We will also show care for our people by building a constructive culture and a more diverse and inclusive business where everyone has a shared sense of belonging and purpose.

¹ No individual is exposed to harm

² To stay safe as a team we work together and look out for one another

³ High Potential Incident Frequency Rate

How we will measure our progress:

Our people go home safe every day

- Safety maturity
- Recordable injuries (HPIFR³)

We create a healthy work experience

- Organisation culture index
- Diverse and inclusive workplace
- Female participation
- Females in leadership
- Age diversity - people under 35 years

Helping our customers



Unitywater plays an integral role within the daily lives of all our customers, by providing safe and reliable drinking water and sewerage services 24 hours a day, seven days a week.

We are committed to providing this service in the most affordable way, delivering economic and social value to everyone. We aim to keep our prices as low as possible, to allow our customers to do more of what is important for them and their families.

We also want to provide an easy and positive experience for our customers by taking action to prevent issues from occurring and if they happen, be timely in resolution and keeping people informed. We also want to demonstrate how we make every dollar count.

How we will measure our progress:

We keep our prices affordable

- > Change in the Unitywater component of the average bill
- > Value for Money

We are easy to do business with

- > Customer Ease

Adding value to our community



At Unitywater we understand the importance of preserving our environment for future generations by creating livable communities that are water resilient.

We aim to contribute to a better future for our region by committing to achieve net zero carbon emissions by 2050 and net zero nitrogen and phosphorous into our waterways by 2050. Protecting and enhancing the environment allows us to positively contribute to sustainability in our beautiful region.

We also strive to make positive contributions to people and organisations in our service region by offering our knowledge, time and economic assistance to help and support others. We aim to put the interests of our customers and community first, which will contribute to the ongoing success and growth of our region.

How we will measure our progress:

We are a valued member of the community

- Unitywater puts the interests of its customers and community first

We make a positive contribution to the environment

- Carbon emissions reduction
- Renewable energy generation
- Total nitrogen diverted away from natural waterways
- Total phosphorus diverted away from natural waterways

How we will achieve our strategy

Our strategic initiatives represent the programs of work we will deliver to achieve each of our strategic goals.

CARE for our people for our customers for our community



OUR STRATEGIC INITIATIVES

Better together

Investing in our people and team culture, to enable everyone to learn and grow as individuals

Better business

Investing in technology and enhanced business processes, while continuously improving the security of our systems and data

Intelligent customer & network operations

Leveraging the power of digital to improve the productivity of our operations and provide a seamless experience for our customers

Growing new business

Diversifying and exploring new sectors and opportunities

Environmentally sustainable investments

Working to achieve our net zero sustainability goals by 2050



Unitywater

Serving you today,
investing in tomorrow.

 unitywater.com

 1300 086 489

Emergencies and Faults 24 hours

Customer Service: 8am - 5pm,

Mon - Fri (except public holidays)

 Unitywater, PO Box 953, Caboolture QLD 4510

 Customer Service Counters 8.30am - 4.30pm,

Mon - Fri (except public holidays)

6 -10 Maud Street, Maroochydore QLD 4558

33 King Street, Caboolture QLD 4510

Unitywater has certification to
OH&S ISO 45001: 2018 Reg No 50000079
Environmental ISO 14001: 2015 Reg No 500000079
Quality ISO 9001: 2015 Reg No 500000079
Food Safety ISO 22000: 2018 Reg No 500000079

